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~~CONFIDENTIAL~~ 17 March 1965

MEMORANDUM FOR: Chief, Intelligence School

SUBJECT: Biweekly Activities Reports #5 and #6
15 February - 26 February 1965
1 March - 12 March 1965

DOCUMENT NO. _____
NO CHANGE IN CLASS. ☐
☐ DECLASSIFIED
CLASS. CHANGED TO: TS S (C) 2012
NEXT REVIEW DATE: _____
AUTH: HF 70-2
DATE: 26-1-82 REVIEWER: 006199

BRIEFINGS OF CIA PERSONNEL

1. CIA Introduction: On 15 February, the EOD briefing was given by [REDACTED] for 33 persons; on 1 March, by [REDACTED] for 14 persons; and on 8 March, by [REDACTED] (his first CIA Orientation briefing) for 21 persons.

2. Overseas Orientation: On 2 and 3 March, we put on the Overseas Orientation course. Because we had only two dependents in the group of 12, the CIA Orientation, the Security, and the Cover briefings were done separately for the two dependents and their husbands on the first morning of the course. The rest of the people came into the course at 1300 that day. This arrangement seemed to work out well and we will continue it.

3. CIA Review: On 9 March, I gave this briefing for 27 persons.

BRIEFINGS OF U.S. GOVERNMENT GROUPS

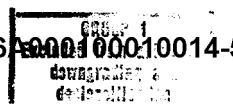
1. Civil Service Commission: On 16 February, Mr. [REDACTED] gave a briefing on The Intelligence Function and National Security Policy for members of The National Defense Establishment seminar at the Executive Seminar Center, Kings Point, New York.

2. State: On 18 February, I briefed the Foreign Service Reserve Officer and Clerical orientation group. This was a somewhat smaller group than is generally the case, but I received the usual attention and numerous questions.

3. AID: On 19 February, I briefed a group of 25 persons attending the AID Overseas Orientation course.

4. On 3 March, I gave a two-hour briefing for a group from various agencies, including DIA and Commerce, with whom Cover Division has regular dealings. This seemed to be a highly successful briefing, and the gentlemen who were briefed knew enough about CIA and its associations to ask some very interesting and sometimes difficult questions.

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SUBJECT: Biweekly Activities Reports #5 and #6

5. Ft. Holabird: On 4 March, [REDACTED] presented a briefing on the Agency organization and operations for 77 students attending the Military Intelligence Officer Career Course at the U.S. Army Intelligence School.

25X1A

6. DIS: On 5 March, I briefed the Advanced Intelligence Course at the Defense Intelligence School on Intelligence Support for National Security.

7. AID: On 5 March, the Agency briefing for 25 persons attending the AID Overseas Orientation course was presented by [REDACTED]

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BRIEFING OF U.S. GOVERNMENT OFFICIAL

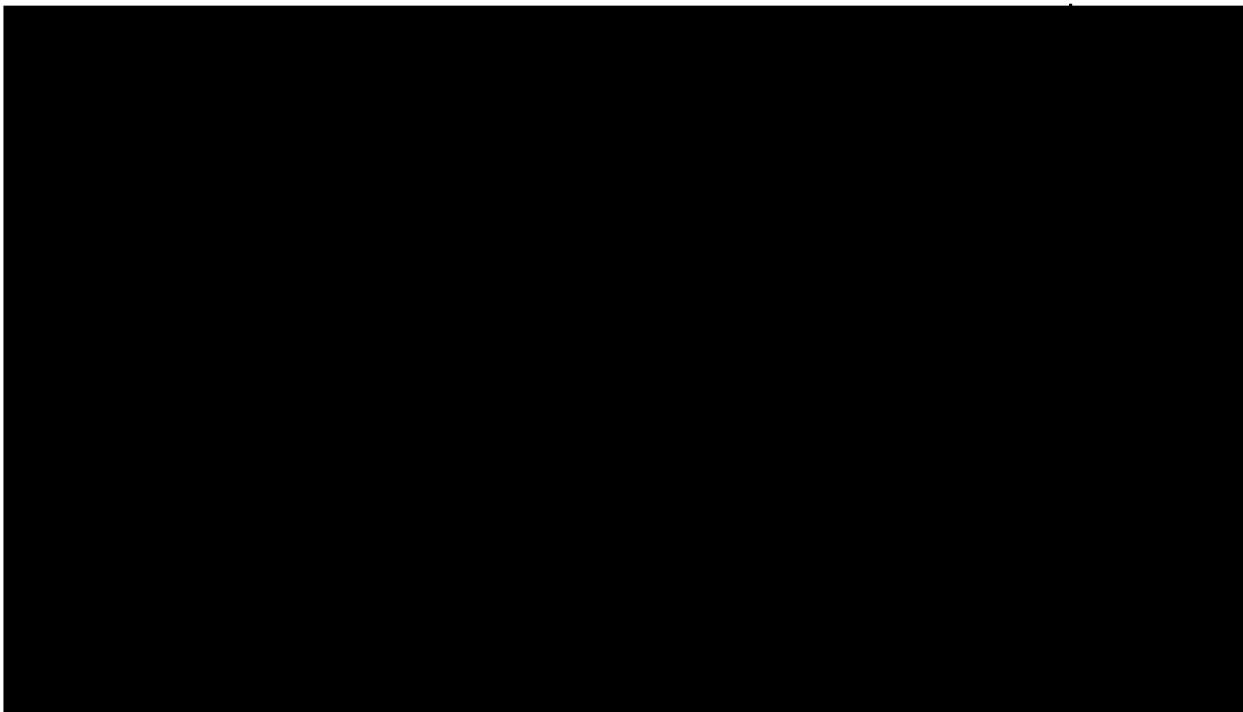
On 3 March, I briefed The Honorable C. Robert Moore, the new Ambassador to the Republic of Mali. Ambassador Moore had heard me brief in the Senior [REDACTED] Seminar which he attended several weeks earlier; the briefing was, therefore, restricted to CIA relationships to other agencies and [REDACTED] activities.

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BRIEFINGS OF FOREIGN OFFICIALS

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Orientation & Briefing Officer

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Memorandum

TO : Director of Training

DATE: 16 March 1965

FROM : Chief, Intelligence School

SUBJECT: Biweekly Activities Report No. 6
2 - 15 March 1965

1. On 1 March Chief IS gave a brief introductory talk to the Introduction to Intelligence class. Later in the day Chief IS returned and gave the lecture on "The History of U.S. Intelligence."

2. On 3 March Chief IS audited the Intelligence Briefings given by the 20 students in the Intelligence Production Course. Three minutes of each of the five-minute briefings were recorded on sound film. On 10 March Chief IS critiqued the briefings, and the sound-films taken on 3 March were shown to support the critique. Again, the Instructional Services Branch gave excellent support in the filming project.

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3. Chief IS has requested critiques from all students who took [REDACTED] Briefing Techniques Course that was completed on 3 March. As of 16 March all but two had submitted the critiques. When those two are received, the critiques will be sent to DTR for possible forwarding to the Executive Director-Comptroller.

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4. On 15 March Mrs. [REDACTED] returned to duty as Secretary to Chief IS. During her absence on maternity leave [REDACTED] did an excellent job of meeting the secretarial requirements in the office.

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Attachment: Reports

DOCUMENT NO. _____

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CLASS. CHANGED TO: TS S

NEXT REVIEW DATE: _____

AUTH: HR 70-2

DATE: 26-1-82

REVIEWER: 006199

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Approved For Release 2000/06/06 : CIA-RDP78-06096A000100010014-5

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TO : Chief, Intelligence School

DATE: 15 March 1965

FROM : Chief, Orientation Faculty

SUBJECT: Biweekly Activities Report No. 6
1 - 12 March 19651. Intelligence Orientation

a. Introduction to Intelligence #76 ended on 12 March. On the final exam, 10 students received an "Excellent" rating and 12 a "Satisfactory" rating.

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b. A fine series of DD/P lectures were presented by [REDACTED] of the Operations School. Another worthwhile and well-received addition to the course was a lecture by [REDACTED] on "The Agency's Role in Wartime". 25X1A

2. JOT Orientation

All speakers have now accepted our invitations for this course, and schedules have been distributed to all concerned. This course will be held in Room 701 instead of 501, as previously announced.

3. Special Briefings

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a. On 4 March 1965, [REDACTED] briefed 77 members of the Military Intelligence Officer Career Course at Ft. Holabird, Maryland, on the organization, mission, and functions of the Agency. [REDACTED] attended the briefing and was very helpful in answering some of the questions offered by the student officers following the briefing. Two members of the school staff introduced Messrs. [REDACTED] to the director of the school and later took them to the Officers' Club for lunch.

b. On 5 March 1965, [REDACTED] briefed 25 members of AID at the new Civil Service Commission building in the District on the national security structure, the intelligence community, and the mission and functions of the Agency. Most of the listeners seemed to be headed for South Vietnam.

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4. NPIC Course

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Messrs. [REDACTED] visited NPIC on 11 March to discuss plans for the Special NPIC Orientation Course which begins 29 March. Administrative problems have been pretty well ironed out, and NPIC has also offered to pay our travel expenses. Between 20-30 will be enrolled in the course. There is a possibility that [REDACTED] may request a second running later in the Spring.

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5. Intelligence Review

a. Written invitations are now being prepared for each speaker whom we hope to have as a participant in the I.R. Course which begins 26 April. Although no particular advance publicity has yet been disseminated, we already have an enrollment of eight students.

b. This course will be held at 1000 Glebe Road (Room 803) for the first time. However, we plan to move to 1A-07, Hdqts. for the Senior DD/I Production Seminar (Sherman Kent, et al) and for the [REDACTED] Seminar, which will involve a number of senior speakers from other agencies.

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6. Research Project

A new IOF staff memorandum is being completed which will outline the various meanings and function of "Watch" in intelligence. A preliminary version was given the IOC #76 class and the final paper will be introduced to the next JOT group. [REDACTED], who coordinated the effort had valuable assistance from [REDACTED]

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7. Training Officers Luncheon

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On Tuesday, 9 March, [REDACTED] heard Dr. Leslie This, a training official in the Research Service of the Dept. of Agriculture, lecture at the regular luncheon session of the Training Officer's Conference in Washington. His topic, "Exploitation of Training Techniques - Some Criteria for Management Decision" was an interesting presentation identifying some of the psychological problems in employee training over which there is current controversy and conflicting research

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evidence. In particular, the speaker, assisted by a film on animal research by Dr. Skinner of Harvard, cited the widely divergent notions held about how to motivate the learner in training.

8. Participation in Managerial Grid

Chief, IOF spent a most stimulating, provocative and worthwhile weekend at [REDACTED] participating as a student in the first phase of the Office of Finance pilot project. I was impressed not only by the soundness of this approach toward management training and the ingenuity of the methods used, but also by the leadership provided by [REDACTED] and the Management Training Faculty throughout the program. I am convinced that everyone in the class had a very meaningful experience.

9. Credit Union Meeting

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[REDACTED] represented IOF at the annual meeting of the Credit Union on 3 March. She brought back a number of interesting facts which should be of general interest including the following:

a. Credit Union monies have jumped from 7 to 12 million dollars in the past four years.

b. Of the total Credit Union membership, only 3% of the members have the maximum of \$5,000.00 in savings, whereas 35% have the minimum of \$5.

c. The Credit Union is considering adopting a "loan insurance" plan which will cover any unpaid balance on a loan in case of death. If this plan is adopted, there may be a reduction in the amount of dividends.

d. More car loans are being made on Mustangs than any other make; Chevrelets come in second.

10. JOT Interim Assignment

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[REDACTED] has been assigned to us on an interim basis until 22 March when the JOT class starts. She is assisting [REDACTED] in developing possible materials for the American Thesis program, and [REDACTED] in typing duties. She has recently completed graduate work at the University of Hawaii, is an accomplished linguist (French and Chinese) and seems to us to be an excellent selection for the JOT Program.

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TO : Chief, Intelligence School DATE: 15 March 1965

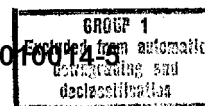
FROM : Chief, Intelligence Production Faculty

SUBJECT: Bi-Weekly Activities Report No. 6
1 March - 12 March 1965

25X1A 1. The Intelligence Production Course JOT's spent the week of 1-5 March on current intelligence techniques and facilities. On 1 March the DAD for OCI, [REDACTED] 25X1A welcomed the students and gave them a short talk on the office, followed by an extensive question period handled by [REDACTED] 25X1A [REDACTED] the Sino-Soviet Bloc Area Chief in OCI. On 2 March the various intelligence functions of the office were presented by members of the operating divisions and the processing staffs. The day concluded with a seminar on the office led by two former JOT's, [REDACTED] 25X1A The rest of the week was spent on written and oral assignments in the current intelligence field. The oral briefing was filmed for playback and critique on 10 March. For this assignment the cooperation of the Audio Aids Section of the Instructional Services Branch, as always, was most helpful, particularly at a difficult time for them. The written assignment involved the students in work at the desk level in OCI, and once again the area chiefs and their analysts were most cooperative. The products of the students in both assignments were much above the average.

25X1A 2. The instructors for this portion of the course, [REDACTED], had a unique and trying experience as a result of the overlap of this IP course with the IT course. On 3 March they had 13 briefings in the morning IT sections and 20 briefings in the afternoon from the IP students. After 33 student briefings in one day, some people thought they had a rather glazed look as they left the building.

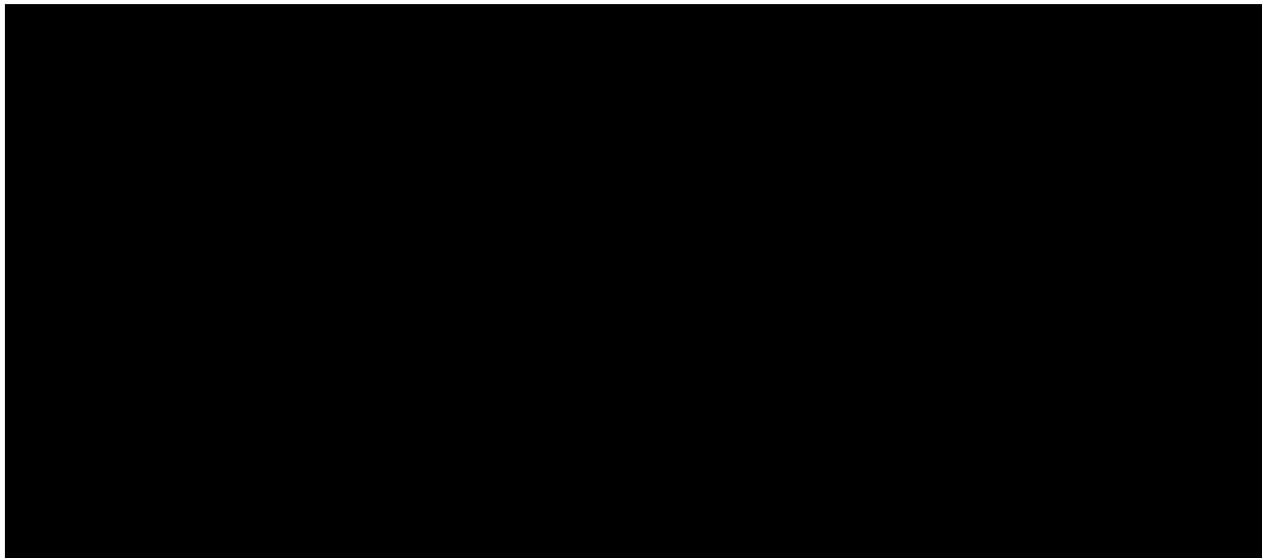
25X1A 3. The JOT's in the Intelligence Production Course had a one-day tour of NPIC on 25 February. [REDACTED] the Deputy Director of NPIC began the day's activities with a briefing on NPIC's functions. The JOT's commented after the briefing that it was one of the finest briefings on an agency component they had received. [REDACTED] briefing was followed by a completely automated briefing on the Photographic Intelligence Division which handles all the CIA departmental requirements for photo intelligence and also provides all the CIA photo inter-

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PAGE TWO - BI-WEEKLY ACTIVITIES REPORT NUMBER 6

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4. The JOT's of the Production Course responded well to the Analysis Workshop. The briefings on the Elements of Analysis were better than usual with one presentation--a parody of the production analyst done by [REDACTED]--bringing a spontaneous tribute of applause. This class seemed to have the ability to tie together the various aspects of analysis into workable patterns of problem solving. The dullness of the pedant and the mania of the zealot were avoided.

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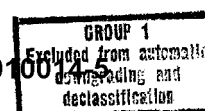
5. We had trouble with physical arrangements. The old black Vu-Graphs were pressed into service to meet the demands of the four JOT briefing groups [three IT and one IP], and these projectors performed in their usual ungainly way. Only one Vu-Graph could be fitted into the Production Course classroom, and even then the portable screen had to be canted to one side in order to catch much of the projected image. We regretted having to do without a second Vu-Graph and having to do with such awkward physical arrangements.

6. On 1 March [REDACTED] gave a presentation on Aerial Photographic Interpretation to the [REDACTED] at [REDACTED]. The presentation was scheduled for three hours but it ran over to three and a half hours. On 4 March [REDACTED] gave the briefing on Photographic Interpretation to the Intelligence Orientation Course #76.

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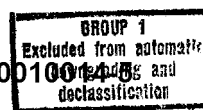
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7. [REDACTED] entered the Defense Intelligence School's Advanced Intelligence Course on Monday, March 4. During most of the first week speakers, readings, and seminars concentrated on policy, policy making, and the role of intelligence inputs in policy making. All of the speakers were excellent, but the one who gave the most useful talk was James Lay, secretary of the USIB, who described in detail how USIB operates, and gave specific examples of the types of policy decisions the USIB has been dealing with recently, and the way these are handled. For his course research project [REDACTED] will work with the DIS educational advisor on preliminary planning for the development of the DIA JOT course. He will also assist the educational advisor in preliminary planning for a new course for scientific and technical intelligence analysts in the DOD.

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8. We have received the printed copies of Volume VII of the Intelligence Research Facilities and Techniques text. This volume deals with the writing of intelligence reports and represents an edited, declassified version of an ORR report on the writing of reports for ORR which was written by Chief/IS. We plan to use this volume as the standard text on writing and hope it will be adopted widely in the Agency. At present there is no standard for writing used throughout the Agency, each office having its own standards.

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OPTIONAL FORM NO. 10
5010-108

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UNITED STATES GOVERNMENT

Memorandum

TO : Chief, Intelligence School

DATE: 12 March 1965

FROM : Chief, Clerical Training

SUBJECT: Bi-Weekly Activities Report, No. 6
1 - 12 March 1965

1. Number in Clerical Induction Training:

23 - 26 February 1965

1 - 5 March 1965

42 trainees in classes

23 trainees in classes

12 of these entered classes
for the first time

4 of these entered classes
for the first time

2. Number in Clerical Orientation Training:

23 - 26 February 1965

1 - 5 March 1965

9 trainees

14 trainees

3. Results of Official Agency Testing Administered in Clerical Induction to Entrance-On-Duty Employees:

23 - 26 February 1965

Typewriting
Shorthand

Tested

Passed

5
3

2
0

1 - 5 March 1965

Typewriting
Shorthand

Tested

Passed

13
9

5
3

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Excluded from automatic
downgrading and
declassification

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Bi-Weekly Activities Report, No. 6
1 - 12 March 1965

4. Results of Official Agency Testing Administered
to Applicants:

23 - 26 February 1965

	<u>Tested</u>	<u>Passed</u>
SET	20	
Typewriting	16	0
Shorthand	1	0
Card Punch Operator Aptitude Test	0	

1 - 5 March 1965

	<u>Tested</u>	<u>Passed</u>
SET	35	
Typewriting	22	4
Shorthand	5	0
Card Punch Operator Aptitude Test	1	

5. Results of Official Agency Testing Administered
By Clerical Refresher:

1 - 2 March 1965

	<u>Tested</u>	<u>Passed</u>
Typewriting	17	2
Shorthand	16	2

6. Personnel Note: On 10 March 1965 [REDACTED]
a training assistant on this faculty, attended the Orientation
for Training Assistants given at 1000 Glebe.

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Bi-Weekly Activities Report, No. 6
1 - 12 March 1965

7. Testing of High School Seniors: In 1964 the Office of Personnel asked this faculty to give tests on a series of Saturdays to seniors from local high schools. This testing program was so successful that the same request has been made this year. The results of the first and second tests which were administered on 27 February and 6 March 1965 were as follows:

27 February 1965

<u>Test</u>	<u>Number Tested</u>	<u>Remarks</u>
SET	49	26 attained scores ranging from 82 to 133; 23, from 51 to 79
Typewriting	47	5 met Agency standards
Shorthand	16	none met Agency standards

6 March 1965

SET	44	38 attained scores ranging from 80 to 148; 6, from 52 to 78
Typewriting	42	5 met Agency standards
Shorthand	21	1 met Agency standards

25X1A

UNITED STATES GOVERNMENT

Memorandum

TO : Chief/Intelligence School

DATE: 15 March 1965

FROM : Chief/Management Training Faculty/IS

SUBJECT: Biweekly Activities Report No. 6
1 - 12 March 1965

MANAGEMENT #88

Management #88 concluded on 4 March. It was necessarily shortened by one day over the usual program because of the Pilot Project. In spite of this curtailment it seemed to be quite successful although the students appeared to be a little hard pressed. This course was noteworthy, among other things, for the unusually large number of participants from DDP. We have no ready explanation for this upsurge,

PILOT PROJECT (1st section)

The first section of the Pilot Project for the Office of Finance began on 4 March with a very apt speech by Mr. Robert Fuchs. In addition to 26 participants from the Office of Finance there were 3 representatives from BPAM and one from OTR (Mr. [REDACTED]). This program was also curtailed by one day, and consequently the schedule was very tight. Although Mr. Fuchs could not stay beyond the opening day, Mr. [REDACTED] was present all of Saturday and Sunday as an observer. During this period he and we were able to have some discussions with [REDACTED] regarding the nature and mechanics of Phase II.

[REDACTED] personnel were most cooperative and gave full support even though this meant calling people in over the weekend. [REDACTED] a member of the class, was extremely helpful and is our general point of contact for this entire program. He will probably be present for the entire second section beginning this week. He is also handling most of the administrative details of getting people there and back, making up teams, etc.

[REDACTED] felt that the group was an unusually able and responsive one. Our own view corresponded with this. We believe that this session was quite successful and that [REDACTED] is well suited for the purpose.

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PILOT PROJECT (2nd section)

25X1A MTF will be back at [REDACTED] on Thursday, 18 March, to process the second increment of Finance Officers. We expect a group of 32 or 33 with no outsiders this time. [REDACTED] will be unable to be present and is sending Mr. [REDACTED] from his office.

25X1A [REDACTED] is as yet unknown to us but is believed to be quite capable. The MTF is beginning to play a more active role in the staging of the Grid Program. No problems are anticipated. Mr.

25X1A [REDACTED] will probably be present again for this section of the program.

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IN-BASKET

25X1A At MTF insistence an industrial in-basket was eliminated from all of the grid programs run in the Agency. At [REDACTED] urging, Mr. [REDACTED] has recently written an Agency-type in-basket exercise which will be tried out on this second section of the pilot program.

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EXECUTIVE SEMINAR

25X1A Most of the critiques have been received, but they have not yet been analyzed. Mr. Kirkpatrick has not seen them. According to [REDACTED] he would prefer to receive them after we have completed our correlation of them. We plan eventually to send this same questionnaire to the participants in the other seminars.

ROSTER OF GRID TRAINEES

We have compiled a complete roster of the participants in the three grid seminars and are sending the list to all of them (see attachment). We feel that this is a most distinguished group, and we plan to keep in touch with them on grid developments.

SENIOR SEMINAR FOR MAY

25X1A [REDACTED] has been booked for the week of 16 May (as was [REDACTED]) for a Senior Seminar. Inasmuch as the critiques from the Executive Seminar favor another presentation in May, we are going ahead with the plans for this. A memorandum of the announcement is being prepared for Mr. Kirkpatrick's signature.

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FILM MAKING

The Film Branch of OTR for some reason felt that they could not make its most recent film unless [REDACTED] consented to act in it. Most reluctantly, in view of our heavy commitments, he agreed

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to participate. At the termination of Management #88 and the Pilot Project Roy stayed on at [REDACTED] all last week to act in the film, and we hope he will be back soon.

SUPERVISION #86

Because MTF will be away on the weekend of 18 March and also 1 April, Supervision #86 was scheduled to begin on Thursday, 25 March, and to end on Wednesday, 31 March. As far as we know, this is quite a departure from the standard rule of beginning a course on Monday and ending on Friday; however, we see no reason why this new schedule is not feasible.

MANAGEMENT COURSE FOR ISO INSTRUCTORS

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During the Executive Seminar we took the opportunity to discuss with [REDACTED] the ways and means of staging a management course for the instructors at [REDACTED]. MTF will be able to do this at any time agreeable to [REDACTED] after 1 June, the best dates to be determined by him.

COMMENTS ON WORKLOAD

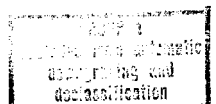
MTF has been rather pressed lately. Management #88 was concluded at 1300 on 4 March; and by the time we had rearranged the furniture, the participants for the Pilot Project were beginning to appear in the classroom. Until the other two sections of the Pilot Project are finished there will be little time for other than the most pressing requirements; but as long as we keep our health and do not get involved in any more film projects we believe we can handle the load.

GRID CONFERENCE IN WASHINGTON

W Mr. Fred Peterson of the Department of Agriculture Graduate School has organized a conference on the Management Grid Program for 14 - 15 April. The purpose of the conference is to explore with Larry Greiner of Harvard University the results of the grid program as determined by his research. [REDACTED] have planned to be on leave during this period. Mr. [REDACTED] and Mr. [REDACTED]

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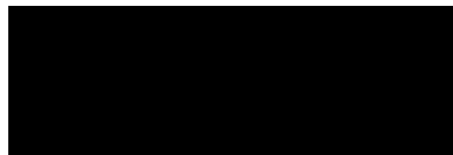
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██████████ will be the Agency representatives at this conference, which we believe will be of some significance in terms of clarifying the methods and results obtained by the grid process.

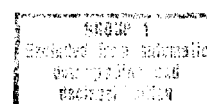


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